Government of
Saskatchewan

Annual Report
1999 – 2000

Saskatchewan
Public Service
Commission

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Letters of Transmittal

The Honourable Lynda Haverstock
Lieutenant Governor of Saskatchewan
Government House
Regina, Saskatchewan

Your Honour:

In accordance with Section 37 of *The Public Service Act, 1998*, I have the honour to submit the report of the Saskatchewan Public Service Commission for the fiscal year ending March 31, 2000.

Respectfully submitted,

Doreen Hamilton
Minister Responsible for the
Saskatchewan Public Service Commission

The Honourable Doreen Hamilton
Minister Responsible for the
Saskatchewan Public Service Commission
Regina, Saskatchewan

Dear Minister:

I have the honour of asking you to submit for tabling the report of the Saskatchewan Public Service Commission for the fiscal year ending March 31, 2000.

Management is responsible for the integrity of the financial data reported by the Commission. Fulfilling this responsibility requires the preparation and presentation of financial information and other data in accordance with the guidelines developed by the Department of Finance, with any exceptions specifically noted.

Public Service Commission staff use internal accounting controls and apply policies and procedures in the Financial Administration Manual and the Treasury Board Accounting and Reporting Manual. Employees also exercise their best judgement to ensure that financial reporting activities accurately and fairly reflect the activities of the Commission and uses of the financial resources provided to it. Management believes that existing internal controls provide reasonable assurance that assets are safeguarded and that the financial records are reliable for preparing financial information and maintaining accountability for assets.

As Chair of the Commission, I take this opportunity to acknowledge the assistance of my fellow Commissioners and the diligent work of the staff of the Public Service Commission.

Yours sincerely,

Wynne Young
Chair, Saskatchewan Public Service Commission

Public Service Commissioners

Top row, left to right:
Roberta Burns
Pat Danforth

Bottom row, left to right:
Ron Torgerson
Wynne Young
Ray Purdie

Mandate and Governing Legislation

The Public Service Commission is the independent agency responsible for leading effective human resource management in government and representing the public interest in the administration of *The Public Service Act, 1998*.

The Commission is also responsible for the administration of *The Public Service Regulations, 1999*.

According to Section 3 of *The Public Service Act, 1998*, the purposes of the *Act* are:

- To maintain an independent and professional public service;
- To facilitate providing quality service to the public in a manner that is responsive to changing public requirements;
- To recruit employees to the public service, and to develop a qualified public service, in a manner that fulfils the purposes of this *Act*;
- To strive to develop a public service that represents the diversity of the people of Saskatchewan; and
- To promote harmonious relations between the Government of Saskatchewan, its employees in the public service and the trade unions that represent those employees.

The Minister Responsible for the Public Service Commission has general responsibility for the Commission, including responsibility for answering questions in the Legislative Assembly. The Minister's legal authority is limited to giving direction to the PSC in carrying out its statutory duties with respect to collective bargaining with trade unions representing government employees.

Commissioners are appointed by the Lieutenant Governor in Council and are responsible to effectively carry out the provisions of *The Public Service Act, 1998*. Commissioners have all the powers of commissioners appointed pursuant to *The Public Inquiries Act*, including the power to administer oaths and declarations, to subpoena witnesses and to compel the production of books, papers and records. The Chair and other Commissioners have exclusive statutory duties respecting all human resource matters.

According to Section 11 (1) of *The Public Service Act, 1998*, the Commissioners are responsible for:

- Representing the public interest in human resource management;
- Reviewing any actions taken by the chairperson or any other person to whom the chairperson has delegated his or her responsibilities or powers;
- Conducting appeals pursuant to Section 30 of the *Act*; and
- Fulfilling any other responsibilities that the Lieutenant Governor in Council may assign to it.

In addition, under Section 11 (2), the Commissioners are responsible for human resource management in the public service, including:

- Recruiting and selecting persons within the public service and appointing persons in the classified division;
- Developing, establishing and maintaining classification plans;
- Co-ordinating the development and implementation of employment equity policies and programs; and
- Carrying out research on compensation and working conditions within the public service.

Section 11 (3) states that in fulfilling its responsibilities, the Commission may:

- Investigate any issue that it considers necessary or desirable respecting human resource management; and
- Request reports from the chairperson or any other person to whom the chairperson has delegated his or her responsibilities or powers.

According to Section 12 (1) of *The Act*, the Commissioners may delegate the fulfilment of any of their responsibilities, other than those outlined in Section 11 (1).

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PSC Mission, Vision and Values

PSC Mission

Our mission is leadership and service in human resource management to assist government in the effective delivery of its mandate for the people of Saskatchewan.

PSC Vision

Our vision for the Saskatchewan public service is that it will be:

- A preferred employer that attracts and retains people with talent, commitment and innovative ideas;
- Acknowledged for its effective human resource management policies and practices;
- Respected for its attitudes, knowledge and skills;
- Dedicated to providing quality, affordable services that Saskatchewan citizens need; and
- Representative of the diversity of the province.

PSC Values

We believe in:

- People as our most valuable resource;
- Conducting our business with integrity and respect for all;
- Diversity;
- Encouraging and implementing innovative ideas;
- Merit, equity and fairness as the foundations of our actions;
- Accountability for our decisions and actions;
- Quality, timely and effective service;
- Teamwork, partnership and co-operation;
- Recognizing employees' efforts and accomplishments;
- Continuous learning, as individuals and as an organization; and
- A healthy and safe work environment.

— From the PSC Strategic Plan, 1998–2003, available online at: ***http://www.gov.sk.ca/psc/stratplan/***

Strategic Direction

The Mission, Vision and Values for the Public Service Commission are communicated to all PSC employees through the *PSC Strategic Plan, 1998–2003*. This Plan outlines 11 strategic goals for the Commission:

1) To enhance public service capacity to be flexible, adaptable and responsive in meeting changing needs.

2) To ensure HR policies and strategies are integrated and aligned with the direction of the Saskatchewan government.

3) To increase overall organizational capability and to support the Saskatchewan public service as an employer of choice.

4) To enhance the individual and collective capability, including human resource management capacity, of managers within government.

5) To ensure effective and efficient delivery of integrated human resource services.

6) To monitor human resource management policy and processes to help ensure all employees are treated in a fair, equitable and consistent manner government-wide.

7) To provide leadership for the development and maintenance of a representative workforce.

8) To enhance co-operative union-management relationships.

9) To develop and maintain distributed human resource information systems that are integrated with other key systems in government.

10) To ensure all stakeholders are aware of:
a) the direction of human resource management; and
b) government's overall goals and how human resource management is helping achieve these goals;

11) To design and implement strategies in partnership with other agencies to increase public understanding and recognition of the value and role of public service employees.

— From the PSC's Strategic Plan, 1998 – 2003, available online at ***http://www.gov.sk.ca/psc/stratplan/***

PSC Clients and Stakeholders

Clients

The PSC provides service to a range of clients, whose needs and expectations may at times be in conflict:

- The Government of Saskatchewan;
- Managers;
- Human resource branch staff;
- Government employees;
- The public.

Stakeholders

The PSC's stakeholders include:

- Public service unions;
- The public;
- Organizations representing members of designated groups.

The Saskatchewan Public Service

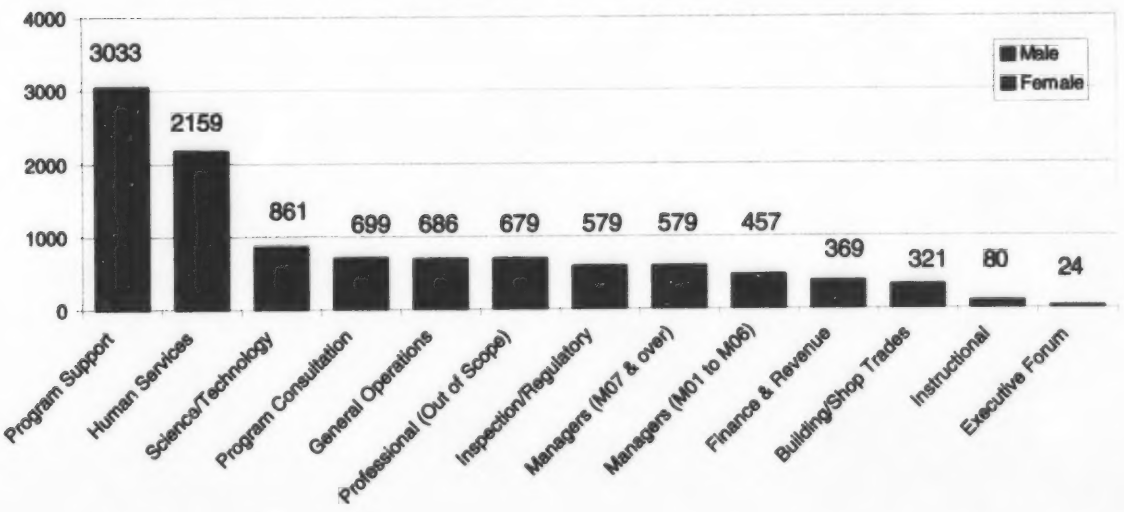
More than 10,000 people work in the Saskatchewan public service year round, providing quality service to the people of the province. In summer months, seasonal employees bring this number to more than 12,000 people.

Public servants work in a wide range of careers, from archivists to accounting clerks, pharmacists to pasture managers, mines inspectors to manual labourers. Among their many roles, government employees:

- Administer computer networks, design web pages and develop information systems and databases.
- Investigate cases of child abuse and neglect, provide adoption planning services, and assess clients' financial needs and determine their eligibility for income assistance.
- Operate heavy equipment to maintain roads in summer and ensure highways are kept clear of ice and snow in winter months.
- Fight forest fires, educate the public about preventing wildland fires, detect smoke from fire towers and maintain firefighting aircraft.
- Prepare forecasts and budget proposals, monitor spending, administer contracts and provide financial advice to senior staff within a branch or department.
- Design displays for museums, coordinate Team Saskatchewan's preparation for inter-provincial games, and inspect elevators and amusement rides.
- Develop government policy and programs in areas such as fish, wildlife and biodiversity; work with government and private partners to ensure all issues are fully considered.
- Cook for teenagers or teach woodworking and industrial arts at young offender custody facilities, such as the Orcadia Youth Residence and the Paul Dojack Youth Centre.

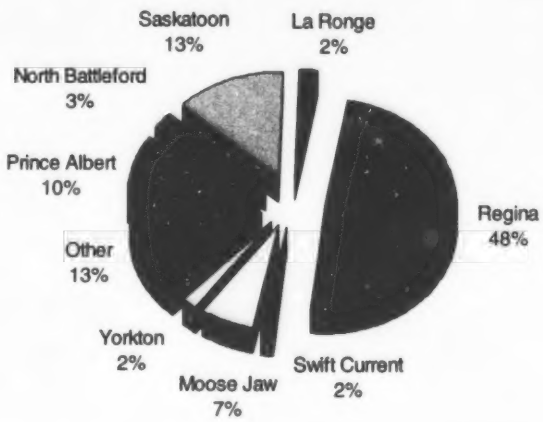
continued page 10, Public Service

Type of Work/Service Delivered
March 2000
(Total employees = 10,526)



While many public servants are based in Regina, Saskatoon and Prince Albert, others are located throughout the province, from Alameda (7 provincial employees) to Yorkton (263), La Loche (31) to Pellican Narrows (24), Uranium City (5) to Maple Creek (23).

Employees by Location
March 2000



The list of locations includes more than 200 towns and communities. Some, like Blue Bell and Sturgis, have only one provincial employee; others, like Old Wives and Strawberry Lake, have just two. In larger communities, the numbers are higher: 65 public servants work in Estevan, 118 in Meadow Lake, 70 in Weyburn and 57 in Fort Qu'Appelle.

More than two-thirds of the government work force have permanent, full-time jobs, and about one-sixth work part-time. The rest are on term contracts, or in temporary or seasonal, labour service positions. Seasonal workers account for the increase in employees each summer.

The majority are unionized, and most belong to the Saskatchewan Government and General Employees' Union (SGEU). A smaller group belongs to the Canadian Union of Public Employees (CUPE), the bargaining agent for staff in the Community Living Division of Social Services, including Valley View Centre in Moose Jaw. Others are out of scope.

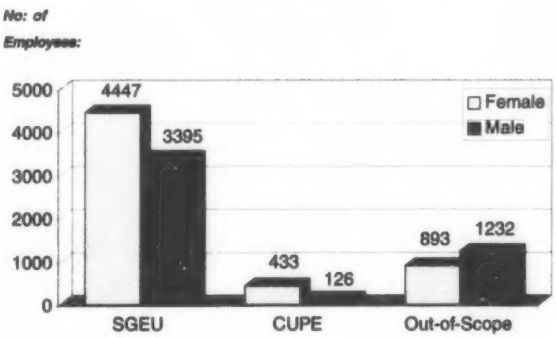
More than half of all public servants are women: 5,773 effective March 31, 2000, compared to 4,753 men at that time.

But no matter what their union membership, gender, or job may be, public servants have several things in common: their age, their experience and their commitment to service.

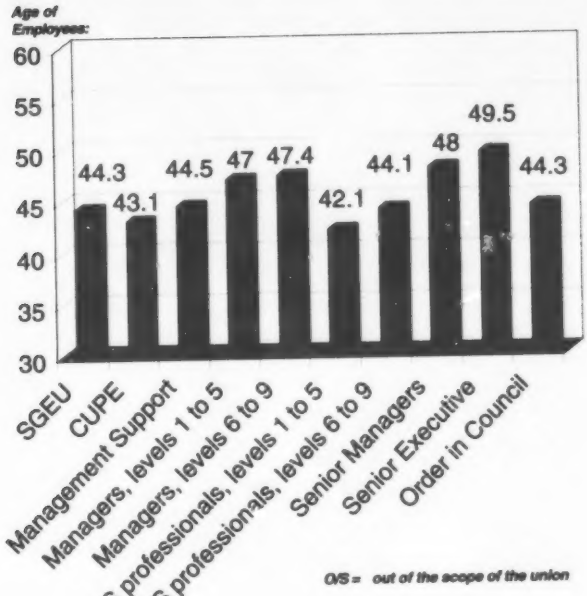
- The average age of the public service is 42.4, with part-time and term employees slightly younger, and full-time, permanent employees slightly older.
- The average years of service for permanent employees is 16.1, and each year, that figure moves upwards. In this fiscal year, the two largest groups were those with 15 to 19 years of service (1,569 people) and 20 to 24 years (1,561 people).
- The commitment to service is shown in *The Public Service Act, 1998*, the Saskatchewan Government and General Employees' Union collective bargaining agreement, and in the day-to-day actions of employees across the province.

For more information, consult the charts here and on pages 11, 13, 18 and 25, which provide a statistical snapshot of the public service, effective March 31, 2000.

Employees: In and Out of Scope
Permanent and Non-Permanent, March 2000

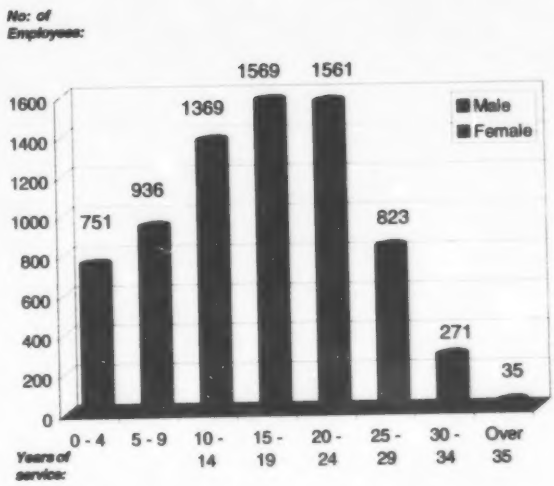


Average Age, by Union Status
Permanent full-time only,
March 2000

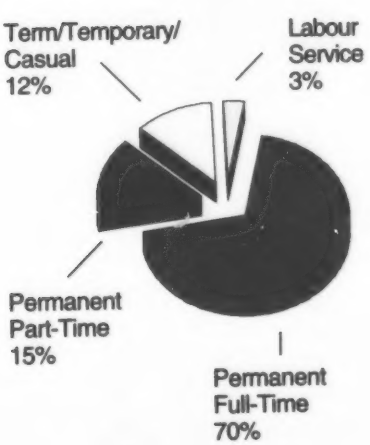


O/S = out of the scope of the union

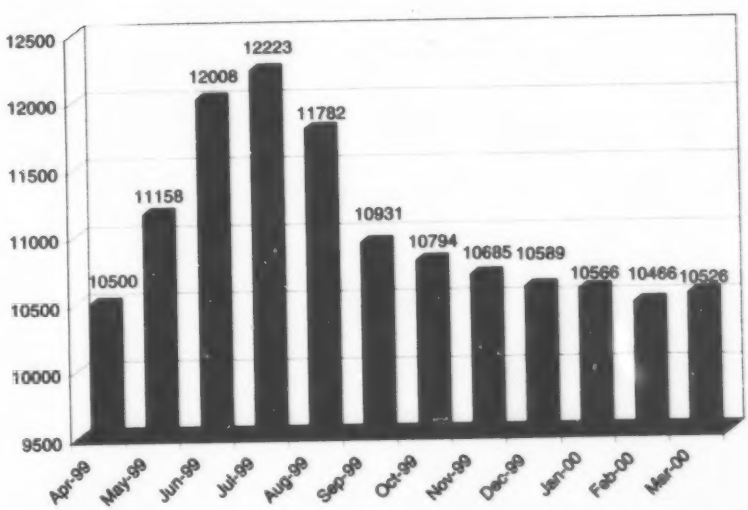
Years of Service
Permanent full-time only
March 2000



Active Employees
March 2000



Active Employees by Month
April 1999 to March 2000



Quality Working Environment

As the independent agency responsible for leading effective human resource management in government, a quality work environment is a high priority for the PSC. Activities which affect this environment include:

- Working collaboratively with clients;
- Working cooperatively with the unions;
- Recognizing diversity;
- Recognizing employees;
- Ensuring a safe, healthy work place;
- Fostering continuous learning and development.

Working collaboratively with clients

At the PSC: Employees work collaboratively within the PSC to meet client needs. This team approach brings together employees in all areas, across all divisions and branches, to find the most effective solutions and approaches in areas such as staffing, classification and human resource administration.

At the corporate level: Employees work in consultation with client groups to determine needs for systems and programs, such as the Internet Personnel System, management development, employee benefits, class plan development and core competency development.

Working cooperatively with the unions

At the PSC: The PSC has an active Union-Management Committee (UMC), and union and management representatives also serve on the Occupational Health and Safety Committee and the Employment Equity Committee.

At the corporate level: Employees at the PSC work co-operatively with the unions in areas such as developing core competencies, the in-scope classification plan, the staffing process, and interest-based negotiations (IBN). The IBN and union-management committee processes have shifted the PSC's working relationship with the unions to one of continuous problem solving.

The PSC also works with the SGEU and CUPE at the corporate level, to ensure fair, equitable and competitive terms and conditions of employment for all employees. The Chair of the PSC serves as the management Co-chair of the Central Union Management Committee for the Government of Saskatchewan.

Recognizing Diversity

At the PSC: The PSC endeavours to create a working environment where people are treated fairly, differences are recognized and respected, and necessary accommodations are made. The Employment Equity committee meets regularly throughout the year to explore ways to eliminate barriers and increase representation of designated groups.

At the corporate level: The PSC's Employment Equity Unit provides corporate leadership in the areas of diversity and a representative workforce. The unit supports employment equity committees across government, works closely with the unions and employee groups, and prepares annual reports to the Saskatchewan Human Rights Commission on behalf of the Government of Saskatchewan.

Recognizing employees

At the PSC: The recognition committee plans regular formal and informal events to show appreciation for employees' contributions.

At the corporate level: The PSC coordinates the corporate Long Service Recognition program on behalf of all government departments. This program recognizes employees with 10, 25 and 35 years of service each fall. In 1999, 384 employees with 25 years and 31 employees with 35 years were honoured at presentation dinners in Regina and Saskatoon. During this fiscal year, the PSC also developed a model for corporate recognition, which was presented to the Commissioners, the Human Resource Directors group, and the policy steering committee.

Ensuring a safe, healthy workplace

At the PSC: The internal Occupational Health and Safety committee meets regularly to ensure workplace safety. It also conducts regular inspections of the workplace and suggests accommodation or ergonomic adjustments as needed. Minutes of committee meetings are posted on bulletin boards and the in-house intranet.

Employees are encouraged to talk to their managers about any issues they may have with respect to balancing work and family. Where possible, flexible working hours and other arrangements have been put in place.

continued page 13, Working Environment

Working Environment, cont.

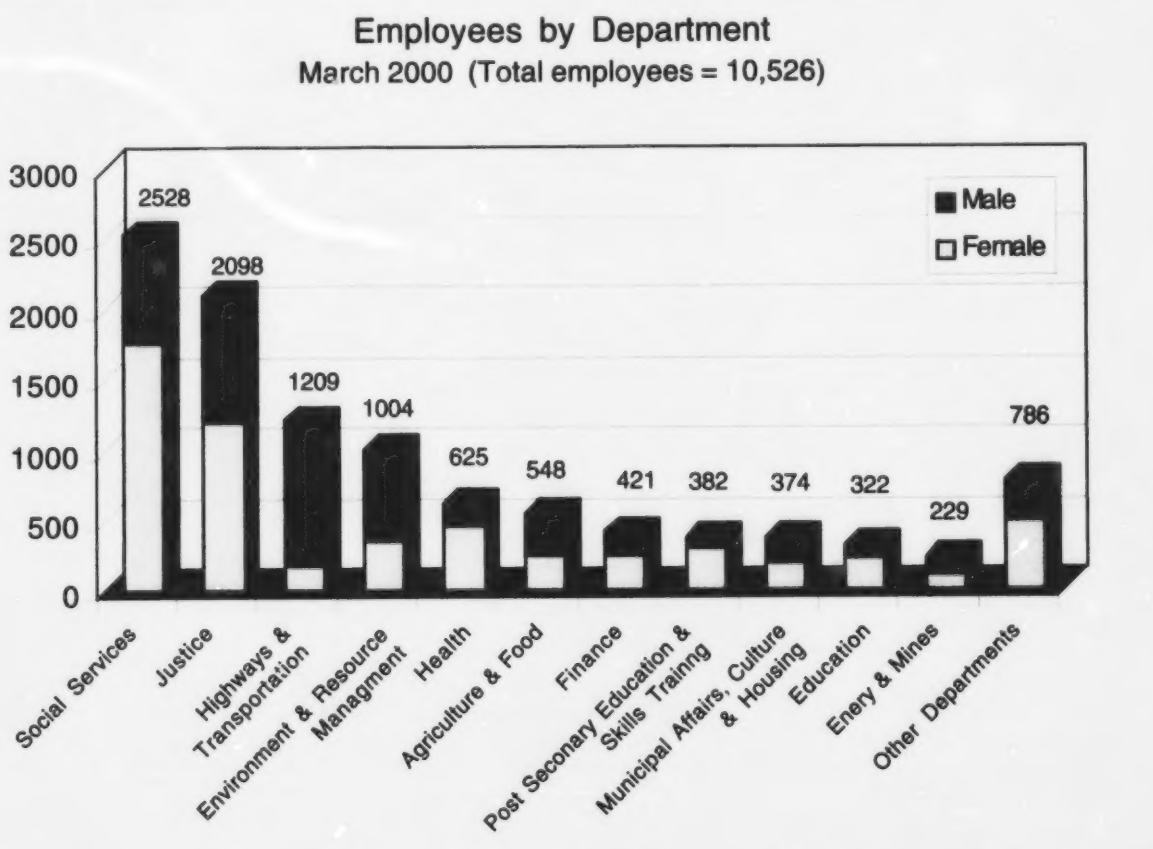
At the corporate level: The PSC has played a key role in supporting Balancing Work and Family research and a pilot which is currently in place. The PSC also provides the Employee and Family Assistance program for the provincial public service.

The PSC provides a central support role to assist departments in the delivery of their occupational health and safety programs. The PSC also ensures that departments have policies in place to deal with issues such as violence in the workplace.

Fostering continuous learning and development
At the PSC: There is an enhanced appreciation of the importance of continuous learning in the workplace. Under the learning policy developed in 1997, learning and development plans are established annually for each employee as part of the work planning process. PSC support may be financial or may include time off with pay or adjustments to hours of work.

At the corporate level: The PSC's Management Development Centre provides learning and development opportunities for managers across government.

The PSC also provides a policy framework to foster an environment of continuous learning within departments, through corporate policies in areas such as educational leaves, and tuition and book reimbursements. Further, the PSC encourages departments to develop more specific learning policies to address their employees' needs.

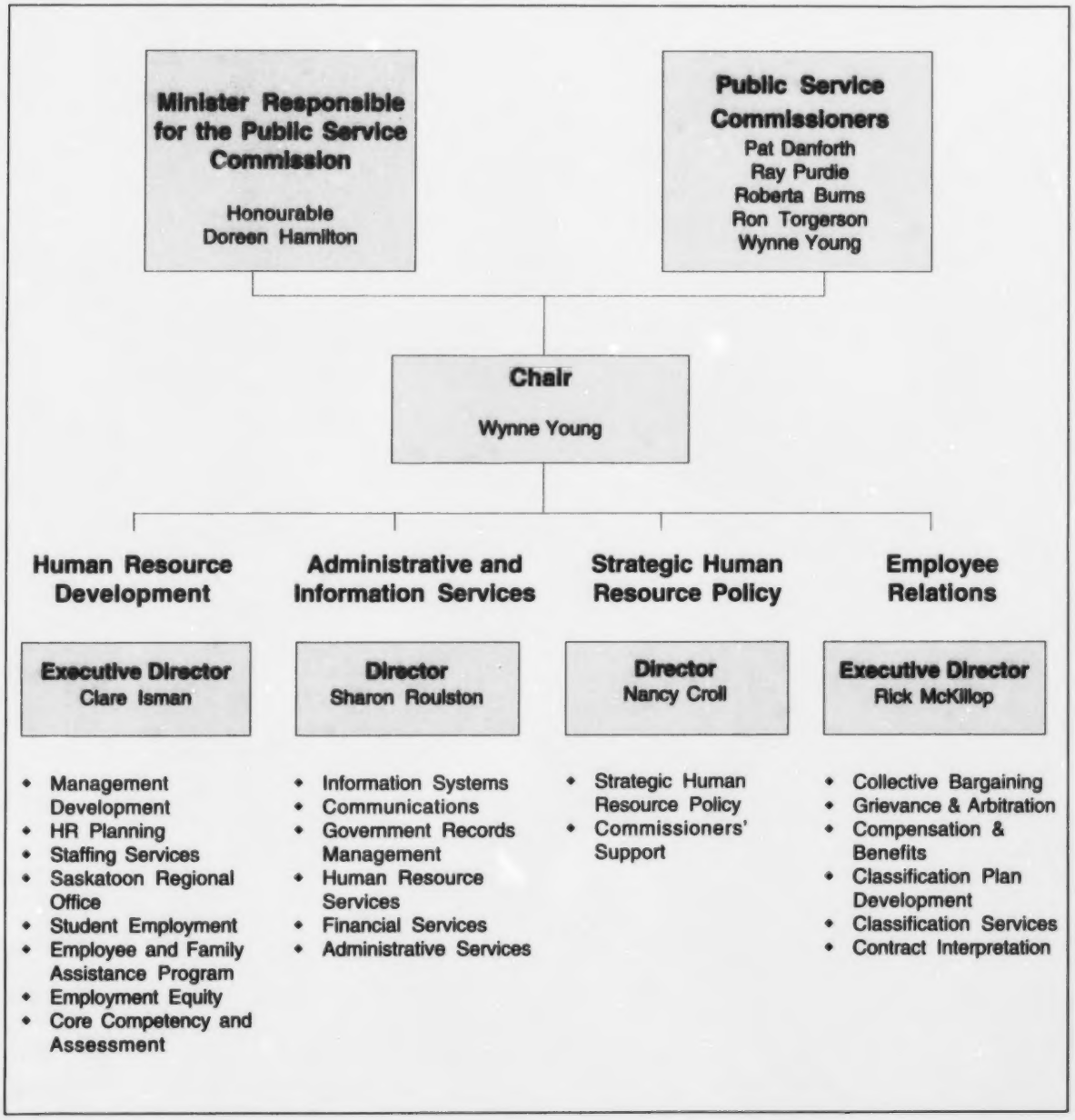


For more information about this and other charts, please see "The Saskatchewan Public Service," page 9.

Organizational Structure, 1999–2000

During this fiscal year, the PSC's main offices moved to 2100 Broad Street, Regina, from 11th Avenue, Regina. A regional office is located on the ninth floor of the Sturdy Stone Building, 122–3rd Avenue North, Saskatoon.

As of March 31, 2000, 108 staff members were located in Regina, while seven staff members worked in Saskatoon.



Human Resource Development

Objective

To recruit and select qualified candidates for employment within the public service; provide programs and services to address priority senior management learning and development needs across executive government; provide employee and family assistance counselling and preventative education services; coordinate employment equity in the public service; and lead the implementation of improved human resource processes and systems based on a strategic review of the human resource function.

Program Delivery

- Recruitment and selection of permanent, non-permanent and student employees for the public service;
- Research and development of core competencies and assessment tools;
- Corporate learning, development and consulting services in support of building and maintaining management capability and improving organizational performance;
- Employee and family assistance counselling and other support services;
- Coordination of the employment equity program in the public service;
- Leadership in the human resource management function across the public service.

Goals, Activities and Results

Goal

To manage a strategic recruitment and selection process for government.

Activities

The Division:

- Managed the recruitment and selection process, including advertising, screening, assessing and reference checking;
- Maintained competition documentation and statistics;
- Managed the re-employment list and process; and
- Managed inventories for employment equity and non-permanent applicants.

Results

The division administered 719 permanent appointments and 1,042 non-permanent appointments in 1999–2000.

3,682 applications were received for the 1999 Summer Student Program and 513 students were hired.

311 employment referrals were made from the employment equity inventories.

Goal

To continue development and implementation of in-scope and out-of-scope staffing standards and to work in partnership with departments to develop assessment tools.

Activities

Competency development and validation continued using information obtained from job incumbents, managers and stakeholders.

Assessment tools were researched and developed to enhance assessment of candidates for positions.

Results

Competencies now provide a framework for use in evaluating employee performance, identifying job expectations, and creating learning and development plans, as well as in recruitment and selection.

Seventy-eight per cent of the positions staffed in 1999–2000 had competencies developed.

Goal

To continue to implement and refine the learning and development strategy to enhance management capability and support the strategic direction of executive government.

Activities

The Division:

- Delivered a training and education program for senior managers to address corporate competency needs;
- Provided consulting services to departments regarding human resource planning, strategic planning, performance management and competency development to increase organizational effectiveness;

- Coordinated executive government participation of managers in the federal government's Career Assignment Program to enhance management capability;
- Provided a confidential competency assessment service to individual managers to assist them in determining their development needs;
- Revised and delivered a program to orient new managers to key executive government programs and processes;
- Conducted research into best management practices and condensed into written articles for senior managers to assist them in their roles;
- Continued to improve the Management Development Centre website to provide managers with ready access to information about management development programs and services, resources and management best practices;
- Established the Public Management Development Partnership with the Saskatchewan Institute of Public Policy, the Saskatchewan Council of Senior Federal Officials, the Institute of Public Administration of Canada, Regina Region, and the University of Regina to offer joint learning events to meet the common learning needs of senior managers.
- Implemented the use of measurement tools to determine the effectiveness, efficiency and impact of all Management Development Centre programs and services.

Results

All learning events offered through the Management Development Centre were highly rated by the participants. Consulting activities were assessed as value added by client departments.

Partnerships were established with departments to incorporate Management Development Centre learning events into their own in-house management development programs.

The Public Management Development Partnership developed and delivered its first annual conference for senior managers on public trends and issues. This was well attended and highly rated.

Quarterly articles on management best practices were researched, written and distributed to all senior managers.

The competency assessment service was used by 132 managers to assist with personal development planning.

The Management Development Centre also established and used a process for selecting three individuals from 15 nominees for the three available placements provided in the federal Career Assignment Program.

Goal

Lead the implementation of improved human resource processes and systems based on a strategic review of the human resource function.

Activities

A committee was established to:

- Develop a vision for human resource management roles and accountabilities;
- Develop a staffing model to place increased accountability with line managers;
- Prepare a staffing training program and resource guide for managers.

Results

A new staffing model was developed and a training package for managers was prepared.

Staffing training is currently being offered to line managers in two departments.

A Human Resource Management Roles and Accountability Vision was developed.

Goal

To increase the representation of the four designated employment equity groups in the public service by eliminating barriers and implementing special measures to enhance the recruitment, retention and promotion of designated group members.

Activities

All departments established short-term employment equity goals. Departmental committees were responsible for developing, implementing and monitoring employment equity plans. There were 136 permanent full-time positions, in-scope and out-of-scope, that were designated or simultaneously posted for equity candidates.

Management, the SGEU and CUPE–600 were actively involved in the development, implementation and monitoring of the Employment Equity Program. The employment equity education and awareness package,

The Road to Equity, was distributed to departments for training government employees.

Unit staff, in partnership with departments, Crown corporations, private sector employers and labour, co-ordinated the activities for Employment Equity Week, June 21–25.

Technical aids and services continued to be made available to employees requiring accommodation in the workplace. Several government buildings, including the courthouses at Swift Current and Saskatoon, were renovated to make them accessible for persons with disabilities.

The PSC provided support to two employees' groups, the Aboriginal Government Employees' Network and the Saskatchewan Visible Minority Employees Association, established for support and networking.

Continuing support was provided to a mentoring program between government employees and aboriginal students from four high schools in Regina. During the seven years of this program, 143 government employees and 131 students have participated.

Results

The PSC reports annually to the Saskatchewan Human Rights Commission on the government's progress in achieving its goals.

Activities undertaken helped to increase the representation of the designated groups and promoted equity in the workplace. Departments continue to identify and eliminate barriers, take proactive action and monitor outcomes.

From April 1, 1999, to March 31, 2000, departments recruited 1,500 designated group members in permanent, term and non-permanent positions, exceeding the goal of 802 set in June 1999.

Goal

To provide an effective, cost-sensitive Employee and Family Assistance Program (EFAP) for departments, employees and eligible family members. The program includes professional assessment, referral and intervention services; preventative/wellness learning events; and information and analysis about program utilization.

Activities

Through the program:

- 673 employees were referred and 308 family members supported;
- 932 employees attended department-requested learning events to support organizational health;
- The EFAP website was updated with links to organizational health topics;
- Counselling resources were expanded for aboriginal and visible minority employees;
- The EFAP expanded to include employees of the Saskatchewan Health Information Network (SHIN);
- The EFAP was featured on a province-wide televised program on the topic of "Creating Healthy Workplaces."

Results

Departments and employees, both as individuals and work groups, continue to use the program to assist with work/personal counselling and organizational health issues.

With two counsellors in Regina, where EFAP is based, and one in Saskatoon, the program is able to provide prompt, comprehensive and personal responses to the work/personal counselling needs of government employees throughout the province.

Preventative/wellness learning events were well attended and the participant feedback was very positive.

Assets

Assets include division employees, their skills and commitment; commonly shared division mission, vision, and values; the computerized systems for competition tracking and summer student programs; the Learning Resource Centre; competition files; and core competency profiles.

To safeguard assets, all electronic data is backed up regularly and employees have been assigned and trained to effectively manage the Learning Resource Centre. Competition files are housed in a secure area, available only to authorized staff.

Costs

Advertising*	$76,729
Employee & Family Assistance Program	$159,213
Employment Equity	$134,799
Staffing Operations, Regina Office	$1,244,503
Saskatoon Regional Office	$276,173
Management Development Centre	$494,855
Strategic Human Resource Review	$13,248
Leave Entitlement Adjustments	–$6,856
Total	**$2,392,663**

* This includes the coordination costs of advertising for other departments. Costs of $504,818 were reimbursed by departments. The *Saskatchewan Careers* bulletin was published 49 times during the year at a total cost of $34,254.

Future Activities

Division staff will continue to provide leadership in the implementation of improved human resource processes and systems across Executive Government.

There will be continued development of competency-based staffing standards and assessment tools.

Implementation of the redesigned staffing model will be piloted in two departments.

As part of the implementation of the Accountability Framework, the first phase of a government-wide, corporate HR Plan will be completed in 2000–2001.

We will respond to the results of a strategic review of the human resource management function by undertaking activities in the areas of human resource planning and performance management.

We will continue to provide development and learning opportunities for division staff.

We will continue to develop and deliver a competency-focused learning and development program and related services to help senior managers continuously increase their effectiveness and that of the organization.

We will continue to address the barriers to achieving a representative workforce through community support and involvement, accelerated recruitment and retention efforts, and education and awareness.

External Suppliers

- A variety of national and local vendors and suppliers of learning products and consulting services were used.
- External suppliers printed reports and program brochures and learning materials.

Employees in the Public Service
March 2000

For more information about this and other charts, please see "The Saskatchewan Public Service," page 9.

Administration, Information Services and Policy*

Objective

To provide executive direction, leadership, and central administration, financial and human resource management, and communications and computer services to the Commission. These areas operate government-wide human resource information systems and maintain government–wide records.

Program Delivery

- Provides administrative, financial, human resource, communication and information technology services to the Commission;
- Acts as a central registry for government-wide personnel, position and competition records;
- Provides development and maintenance support for HRS (Human Resource System) and IPS (Intranet Personnel System); provides training and ongoing support for users of these systems;
- Provides corporate policy direction and leadership in strategic human resource policy development.

Goals, Activities and Results

Goal

Effective and efficient administrative, financial and human resource services support.

Activities

Automated forecasting was used to monitor expenses and provide monthly expenditure information to the Department of Finance.

The Regina Office of the Public Service Commission relocated to 2100 Broad Street in May 1999, following the completion of renovations to the building undertaken in the previous year.

The division began participation in a review of human resource information policies for government by providing membership to the policy steering committee for the project and leading a policy development subgroup.

The division provided resources to administer the Summer Student Program under the direction of the Staffing Services Branch.

A new employee orientation package was developed to be provided to all new PSC employees on commencement.

Results

The Public Service Commission budget for 1999–2000 was $8,595,000. Actual expenditures for the year were $8,570,105.

Renovations to the new office were completed on time and project costs were within the established budget. The new facility provides better access for clients, a central reception and information area for the Commission, enhanced meeting room space and reduced accommodation costs.

The policy development subgroup led by the Administrative Services Unit used consultative processes to develop draft policies concerning various forms of leaves accessible to government employees.

The Summer Student Program administration began two months earlier because existing Administrative Services staff assumed the administration of this program in addition to their regular work assignments.

Goal

To effectively and efficiently manage and operate the Commission's internal information technology systems and the government-wide human resource information systems (HRS and IPS).

Activities

Year 2000 revisions for HRS were completed by June 1999. IPS operating systems were tested to ensure they were Year 2000 compliant and archived files were converted to ensure access for historical purposes. PSC internal systems were updated and outdated equipment was replaced.

Information Services Branch staff tested all system functions January 1, 2000.

The Information Services Branch played a significant role in relocation of the Regina office. Strategies were

* *This section includes Administration, Human Resource Information Services and Accommodation and Central Services, as summarized on page 26.*

implemented to ensure uninterrupted technological services were available to all department clients.

Extensive programming changes were completed for HRS, IPS and internal systems to implement initiatives agreed to through collective bargaining.

A review of the audit procedures used for HRS resulted in creating automated programs to reduce audit workloads.

The operating system for IPS was upgraded to prepare for expanding access to the system through the internet, planned for 2000–2001.

Results

The Regina office move was accomplished with no information systems service interruptions for clients or staff.

Year 2000 modifications resulted in all required systems being operational on January 1, 2000.

Programming changes resulting from collective bargaining and in preparation for new initiatives were completed within the required timeframes.

New audit procedures were implemented for HRS. Departments are now expected to assume more responsibility for auditing the accuracy of systems information that is not financial in nature. This change has resulted from the implementation of direct entry of data into HRS by department administrative personnel. All departments will be direct entering data to HRS by fall 2000.

Goal

To provide strategic communications planning and leadership to the PSC to assist the Commission to achieve its core goals and objectives.

Activities

The Communications Unit provided strategic communications advice and support to all areas of the PSC.

The unit developed the PSC's corporate communications plan, served as liaison with Executive Council's Communications Coordination Unit, produced the PSC's annual report, played an active role in department planning, and participated on interdepartmental committees on issues such as the Northern Hire Policy, the Government of Saskatchewan web site and the Year 2000.

Communications materials included briefing notes, communications strategies for internal use and Cabinet planning, and speaking notes for the Minister and the Chair.

The unit also produced *PSPeople,* the newsletter sent to all employees of Executive Government, coordinated the Commission's responses to media inquiries, and managed the PSC's web sites: the Intranet, or internal network for PSC employees, and the public Internet site.

Communications support was provided for department publications, such as the *Management Practices* bulletin, which provides best practice information to managers.

Support was also provided to the Employee and Family Assistance Program, the Management Development Centre and the Intranet Personnel System team for web site development and communication planning, and to the Employment Equity unit for its annual report.

A *PSPeople* readership survey was initiated and work began on measuring the use of the PSC's website.

The communications unit also researched and analyzed feedback from consultations on corporate approaches to employee recognition. A model for recognition was developed and presented to the Commissioners, the Human Resource Directors group, and the policy steering group.

Results

The PSC's key messages were aligned with the PSC's strategic plan and consistent with overall government-communications directions and goals. Projects adhered to established government communications policies and procedures, and to established visual identity and other communications standards and protocol.

Strategic leadership and communications expertise was provided to senior officials on issues management and appropriate communications strategies were determined and implemented for programs and initiatives.

Through the web site, accurate, timely and cost-effective information was provided for stakeholders about human resource policies and job openings within government. The in-house Intranet site also enabled Commission employees to access information about their workplace and the move to the new office.

PSPeople and the *Management Practices* bulletin were also posted on the PSC's Internet site and the SGEU collective bargaining agreement was web-enabled.

During the second half of this fiscal year, traffic on the PSC's *Saskatchewan Careers* page increased significantly, to more than 14,000 visits in February 2000 and 17,000 visits in March 2000, up from more than 10,000 visits in September and October 1999. Applications received over the Internet also increased from 546, or 10.5% of all applications in the first six months of this fiscal year, to 2009, or 34% of all applications in the last six months of the fiscal year.

Three issues of *PSPeople* were produced and sent to employees in all departments. Topics included corporate employee recognition, through the Long Service Recognition program; the role of the PSC; Employment Equity, the Visible Minorities Support Group, the Aboriginal Government Employees Network and the Office of Disability Issues; the Employee and Family Assistance Program; department and employee activities; preparations for the Year 2000; benefits; collective bargaining agreements; human resource policies, such as northern hire and the acceptable usage of Internet technology; and Management Development Centre projects, such as the federal Career Assignment Program. A readership survey was also developed and included in an issue of *PSPeople*.

Goal

To provide corporate policy direction and leadership within Executive Government.

Activities

The unit provided support to the Public Service Commissioners, the Strategic Human Resource Advisory Committee and the Human Resource Operations Committee.

A review of existing human resource policy was undertaken to identify changes required to support the accountability framework in government.

The unit researched and drafted new human resource policies, including a review of use of the Saskatchewan Use of Force policy.

A review of systems and processes related to operational classification was conducted.

Results

The Commissioners met regularly to discuss corporate activities and to review and set priorities and objectives. They provided input into the development of human resource policies addressing work and family balance, employee recognition, anti-harassment, and rehabilitation and return to work for employees who have, through illness or injury, been on long-term disability.

The Commission directed the PSC to undertake a study to identify initiatives, processes and programs that will enhance the ability of the public service to attain a representative workforce. The study is planned for 2000-2001.

The Strategic Human Resource Advisory Committee (SHRAC), which is composed of Deputy Ministers, contributed to the identification of strategic human resource priorities for government. The Committee reviewed demographic information and human resource trends in the public service. They identified the need to have human resource plans incorporated into budget development and approved a human resource planning model to be incorporated into the Accountability Framework for government.

The Human Resource Operations Committee provided input into several policy-related and operational matters, including compensation and career development for senior support employees, staffing process redesign and policies concerning acceptable use of information technology and employee access to leave for pressing personal and family concerns.

The Policy Unit established a Steering Committee to direct the updating of current human resource policies. The Committee assessed priorities and developed a work plan. Two working groups were established to review policies concerning leaves of absence and relocation provisions. The review will consolidate existing information, use simplified language and processes and be written in a format appropriate for distribution through the PSC website.

Actions to increase efficiency and reduce backlogs in operational classification were implemented as a result of recommendations from the review.

Future Activities

Staff will lead the development of Strategic Financial, Human Resource, Communications and Information Technology plans, as well as the development of budget submissions for the PSC, in accordance with the Accountability Framework.

IPS will be web-enabled in 2000–2001 to provide more effective access for client departments and reduce

maintenance requirements for the system. Modifications of HRS, IPS and internal systems will be needed to implement the new CUPE classification plan in 2000–2001.

Data access required by departments for HR planning purposes will be enhanced with the creation of a data file which can be accessed with database and spreadsheet tools. Security will be evaluated and policies implemented to prepare for the new Community Net.

Work will continue on the *PSPeople* readership survey and on determining communications goals and analyzing web site use and effectiveness.

All employee orientation information will be placed on the PSC internal website where it can be maintained more easily and be available continuously to employees.

Division staff will continue to play an active role in policy development, leading a group to complete and implement policies concerning forms of leave available to government employees. Work will also continue on corporate approaches to employee recognition.

Terms of reference will be developed and a consultant will be contracted in 2000–2001 to identify strategies to enhance the creation of a representative workforce within the public service.

The updating of existing policies will continue with a comprehensive review of compensation policies. Relocation and leave policies will be implemented in 2000–2001.

Strategies to increase representation of youth and Aboriginal people in the public service will also be pursued.

Assets

The knowledgeable and skilled people working in the Division are the most valuable assets. Innovation in technology, service enhancement initiatives and work redesign are the products of staff initiative and commitment.

The Division is responsible for the information technology infrastructure and equipment for the Public Service Commission and for the operation of two government-wide human resource information systems. It is also responsible for all other assets including furniture, office equipment and supplies. An estimated book value of these assets is $404,000.

The Division maintains more than 40,000 files for all public service employees and established positions.

Provisions made to safeguard assets include:

- Participation at the divisional level in Occupational Health and Safety initiatives;
- Off-site storage for backup and recovery services for HRS and IPS and internal systems;
- Building security policies to limit access to information and access to the physical facility to authorized persons only;
- Inventory systems for capital assets; specialized inventories are maintained for computer equipment and software;
- Maintenance of valuable paper files in a storage area accessible to authorized staff only.

Costs

Internal information Systems	$534,700
Administrative Services	$393,500
Chair's and Minister's Offices	$471,600
Communications	$91,800
Long Service Program	$800
Leave Entitlement Adjustments	$5,800
Human Resource System and Internet Personnel System	$1,398,800
Central Records	$70,400
Accommodation & Central Services	$1,002,300
Total	**$3,969,800**

External Suppliers

- Off-site suppliers operated the mainframe computer based Human Resource system (HRS).
- SaskTel provided security and WAN access and housed the servers for our IPS system, as well as providing data base administration services.
- SPMC provided accommodation and central services.
- External printers were used to print newsletters, brochures and the Annual Report.

Employee Relations

Objective

To represent management in employee relations and to determine job worth by developing and applying classification standards which ensure equitable treatment of public service employees.

Program Delivery

- Represents management in the negotiation of collective agreements with union bargaining agents;
- Provides labour relations consultation services to management;
- Conducts compensation research;
- Develops and administers compensation policies for non-union and union employees;
- Develops and applies standard classification criteria to jobs in the public service.

Goals, Activities and Results

Goal

To develop new equal pay for work of equal value in-scope job evaluation plans.

Activities/Results

A new equal pay for work of equal value classification plan was implemented for the SGEU bargaining unit October 1, 1998. The costs of the new plan are being phased in, with the final pay equity adjustment on April 1, 2001.

Three thousand, eight hundred and thirty-seven (3,837) appeals were received. As of March 31, 2000, 3,543 of these were resolved.

A Joint Union-Management Maintenance Committee was established and meets monthly to resolve process issues relating to the plan.

A similar plan is in final stages of development with the CUPE–600 Bargaining Unit. The content of the plan – the job evaluation factors and benchmarks – has been finalized, and all employees have been allocated. Forty-eight (48) appeals remain outstanding.

Goal

To provide responsive and effective classification services within established quality standards.

Activities/Results

During 1999–2000, 1,732 classification reviews were completed. Although classification staff were heavily involved in resolution of the 3,800 appeals flowing from the implementation of the new class plan and the reallocation of 700 jobs in SERM due to re-organization, there was a 28% improvement in year-end classification backlog over the previous year. This dropped from 401 to 291.

There was some deterioration in timeliness of file processing as the branch turned its attention to older files that they could not previously legally process due to the scope review and priority given to implementation of the new class plan. Average file turnaround time rose from 53 days in 1998–1999 to 83 days in 1999–2000.

Goal

To research and develop policy with respect to compensation issues and to administer compensation plans.

Activities/Results

Division staff:

- Provided wage administration policy and guidelines for system changes which were the outcome of previous bargaining and changes to *The Public Service Act, 1998;*
- Completed revisions to the Temporary Salary Supplement practice for SGEU employees;
- Implemented, in conjunction with the Public Employees Benefits Agency (PEBA), the enhanced pension contribution for SGEU employees;
- Participated in the creation of the Rehabilitation Placement Process for employees returning from Worker's Compensation, long-term disability or SGI wage-replacement;
- Participated on the joint union-management Pension Review Committee.

Goal

To represent the employer in its collective bargaining relationship with public sector unions and in the administration and application of the collective agreements with SGEU and CUPE–600 and provide labour relations advice and services to management in support of program operations.

Activities/Results

During the year, the division completed implementation of negotiated provisions of the 1997–2000 SGEU collective agreement, including:

- Conversion to new Permanent Part-Time and Term

employment categories;
- Family leave;
- Variable hours of work;
- Disabled employee rehabilitation and return to work;
- Meals at headquarters;
- Vacation leave for Permanent Part-Time employees.

During the year, a total of 102 grievances were successfully resolved, 207 were received and 39 were advanced to arbitration.

The division met with the representatives of the SGEU on 10 occasions to conduct formal discussions to address specific issues of concern or dispute between the parties. Also during the year, staff of the division provided ongoing support to the union/management committee in respect of the CUPE–600 collective agreement.

The division initiated the organization of department occupational health committee co-chair meetings with two meetings being held in 99/00 and three meetings planned to be held annually.

Goal

To initiate joint union/management undertakings to maintain positive and cooperative union-management relations.

Activities/Results

During the year, the division, in coordination with the SGEU, organized a department Union/Management Committee (UMC) Co-chairs Conference and a Shift Work and Balancing Work and Family Conference.

The division administered the Joint Union/Management Committee Fund in support of the department UMC process. During the year, 10 applications were approved for a total value of $68,000. Approvals included funding for employee feedback surveys and specific training for UMC members, including dispute resolution, mediation, interest based negotiations and leadership.

Goal

To honour and complete a long-standing collective bargaining commitment to conduct a scope review of out-of-scope positions in Executive Government.

Activities/Results

The parties completed the review and submitted the results to the Labour Relations Board, effective April 30, 1999, for their authorization and issuance of a new certification order.

During the year, the division represented the employer's interests at a number of Labour Relations Board hearings into this application. The parties await the decision and direction of the Labour Relations Board.

Assets

Division assets include: the knowledge and skills of employees; computers; and a resource centre which contains arbitration law, case studies and other related information.

To safeguard assets, electronic data is regularly backed up and files are housed in secure areas, accessible only to authorized staff.

Costs

Labour Relations	$1,097,982
Compensation and Classification	$1,055,389
UMC Funding	$60,430
Leave Entitlement Adjustments	–$6,315
Total	**$2207,486**

Future Activities

Negotiation of salary structure for, and implementation of, CUPE–600 equal pay for work of equal value classification plan.

Commence development work on excluded employees' classification plans in the context of the equal pay for work of equal value/pay equity policy.

Implement the results of the scope review, pending authorization and direction from the Labour Relations Board.

Represent the employer's interests in collective bargaining with both SGEU and CUPE to renew collective bargaining agreements expiring September 30, 2000.

Jointly with the SGEU, conduct a pilot project using an expedited third party process as an alternate dispute resolution method to assist the parties in resolving grievances.

Implement the Additional Pension Contribution Program and an Enhanced Dental Plan for excluded employees.

External Suppliers

Members of the labour relations community provided expertise as independent adjudicators, members of panels and chairs of arbitration boards.

Transferred or Excluded Positions

In accordance with the provisions of Section 31 of *The Public Service Act, 1998,* a list has been prepared of positions which have been transferred to the unclassified division of the public service or excluded from the operation of the *Act.*

During the 1999–2000 fiscal year, 31 positions were transferred or excluded from four areas, as follows.

Executive Council

Executive Director, Leglative Services & House Business . 1
Director of Research 1
Advisor to the Chief of Staff 1
Special Advisor to the Coalition Government 1
PL5 1

Justice

Crown Counsel 1 2
Crown Counsel 2 1
Student-at-Law 9
Executive Director, Registry Services Division 1
ML2 1

Intergovernmental and Aboriginal Affairs

SG2 1

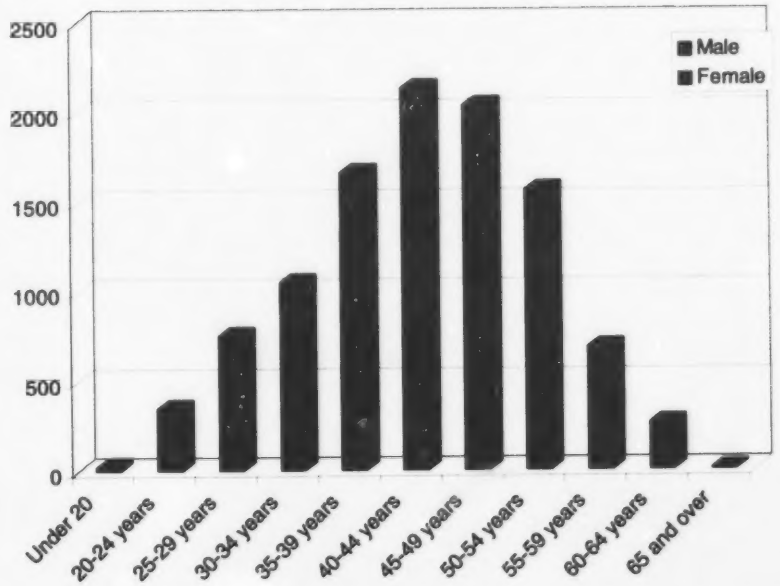
Office of the Chief Electoral Officer

Provisional Election Personnel 9
ML3 1
SG4 1

Abbreviations:

ML: Management Level
PL: Professional Level
SG: Management Support Group

All Employees by Age
March 2000 (Total = 10,526)



For more information about this and other charts, please see "The Saskatchewan Public Service," page 9.

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1999 – 2000 Financial Overview

(All Figures in Thousands of Dollars)

Division	1999-2000 Actual	1999-2000 Budget	Variance
Administration			
Salaries	$1112.7	$1005.0	$107.7
Operating Expenses	387.3	495.0	107.7
Total	1500.0	1500.0	0
Human Resource Information Services			
Salaries	911.6	798.0	113.6
Operating Expenses	556.1	670.0	-113.9
Total	1467.7	1468.0	-0.3
Human Resource Development			
Salaries	1938.7	1906.0	32.7
Operating Expenses	454.0	501.0	-47.0
Total	2392.7	2407.0	-14.3
Employee Relations			
Salaries	1815.0	1999.0	-184.0
Operating Expenses	392.5	215.0	177.5
Total	2207.5	2214.0	-6.5
Accommodation & Central Services			
Operating Expenses	1002.3	1006.0	0.0
Total	1002.3	1006.0	-3.7
Total			
Salaries	**$5778.0**	**$5708.0**	**$70.0**
Operating Expenses	**2792.1**	**2887.0**	**- 94.9**
Total	***$8570.1***	***$8595.0***	***- $24.9***

(1) In addition to the expenses shown, the PSC incurred an expense of $131,848 for coordination of the government-wide Long Service Recognition Program. The various government departments involved reimbursed the PSC for this expense. $840 revenue was received from the Agricultural Credit Corporation.

(2) In addition to the expenses shown, the PSC incurred an expense of $504,818 for advertisements for staffing competitions in the various departments and agencies of government. These departments and agencies reimbursed the PSC for advertising coordinated on their behalf. Departments and agencies also reimbursed the PSC $1,330 for training course fees. $1,712 revenue was received from Prairie Diagnostic Services and Saskatchewan Pension Plan; an additional $3,100 revenue was received from SPMC.

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Glossary

Terms Used in Human Resource Management

Arbitration — The process by which a board or a person, acting under the authority of both parties to a dispute, hears both sides of the controversy and issues an award, usually accompanied by a written decision, which is ordinarily binding on both parties.

Core Competencies — The personal attributes, skills and knowledge that are critical for a prospective employee to be successful.

CUMC — Central Union Management Committee. The Chairs of the PSC and the SGEU Bargaining Committee jointly preside over the CUMC, which is made up of departmental UMC co-chairs.

CUPE — Canadian Union of Public Employees.

Designated Groups — Under-represented groups in the public service. For employment equity purposes, the four designated groups are: aboriginal people, persons with disabilities, women in management and non-traditional roles, and members of visible minority groups.

Employee and Family Assistance Program (EFAP) — A program designed to assist employees and their immediate families with problems that may affect their professional or personal lives.

Encumbered — A position which is not vacant; a position assigned to an employee.

FTE — Full-Time Equivalent. One employee who occupies one position for a period of 12 months is considered as one FTE.

HR — Human resource.

HRBs — Human resource branches.

HRS — The Human Resource System, one of two government-wide human resource information systems. See IPS.

IBN — Interest-based negotiation. IBN techniques are non-adversarial and based on the determination of common interests. These techniques were used successfully in the last round of collective bargaining.

In-Scope — Positions within the scope of the union's jurisdiction.

IPS — The Intranet Personnel System, a PSC-developed and supported system designed to distribute HR information to managers across government.

Out-of-Scope — Positions not within the scope of the union's jurisdiction.

Position — A job assignment identified by a specific number.

SGEU — Saskatchewan Government and General Employees' Union.

SPMC — Saskatchewan Property Management Corporation.

UMCs — Union Management Committees, formed in all departments to deal with a variety of workplace issues.